Government of Saskatchewan

Annual Report 2004-2005

Saskatchewan Northern Affairs

Saskatchewan Centennial 2005

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This annual report is also available in electronic format from the department's web site at http://www.northern.gov.sk.ca

Letters of Transmittal

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan
Province of Saskatchewan

Your Honour:

It is my honour to respectfully submit the
Annual Report of the Department of Northern Affairs
for the fiscal year ending March 31, 2005.

Buckley Belanger
Minister of Northern Affairs

Honourable Buckley Belanger
Minister of Northern Affairs

Dear Sir:

I am submitting the Annual
Report of the Department of Northern Affairs
for the fiscal year ending March 31, 2005.

I commend the staff of Northern Affairs
for their efforts in improving economic and
social development in northern
Saskatchewan.

Respectfully submitted,

Larry Steeves
Deputy Minister
Northern Affairs

Introduction

Saskatchewan Northern Affairs' (SNA) *2004-05 Annual Report* describes the department's results for key actions and performance measures published in our 2004-05 Performance Plan released in March 2004.[1] The results are also associated with key actions included in the *Budget and Performance Plan Summary for 2004-05*,[2] the government-wide plan released with the 2004-05 budget.

The continuing improvements shown in this Annual Report are tied to the ongoing implementation of Government's Accountability Framework. SNA's *2004-05 Annual Report* builds on the report released last year. Key enhancements in this year's report includes: additional explanations on results and reporting on more performance measures and actual full-time equivalents (FTEs) compared to budgeted positions.

Reporting on financial and performance actual year-end results compared to SNA's *2004-05 Performance Plan* increases accountability to the citizens we serve and improves their ability to assess our performance. Next year, 2005-06 actual year-end performance results will be compared to the department's *2005-06 Performance Plan* released with the Provincial Budget on March 23, 2005.[3]

1 http://www.northern.gov.sk.ca/docs/publications/performplan04_05.pdf
2 http://www.gov.sk.ca/finance/budget/budget04/budgetsummary.pdf
3 http://www.northern.gov.sk.ca/docs/publications/performplan05_06.pdf

Who We Are

Mandate
The mandate of Saskatchewan Northern Affairs (SNA) is to promote the economic and social development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional development and development of businesses and industries and coordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

A map of the NAD is found in Appendix A.

Vision
Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable economic and social future for themselves, northerners will take a greater role in the economic and social development of their communities and their regions.

Overall Responsibilities

- Lead the cross-governmental Northern Strategy and coordinate interdepartmental activities;
- Develop policies and advise provincial government departments on responses to initiatives and issues in the North;
- Deliver economic development programming and services in the Northern Administration District;
- Assist the development of key sectors of the northern economy (e.g. mining, forestry, tourism, fisheries);
- Broker and coordinate among departments, communities and industry to resolve issues and to better capture northern opportunities;
- Provide integrated provincial government communications to northerners;
- Administer northern mineral surface leases; and
- Manage the Northern Mines Monitoring Secretariat (NMMS) and Environmental Quality Committee (EQC) program that monitors northern uranium mining developments and operations.

Programs and Services Delivered
The department's major programs and services are highlighted below. For more information, refer to *Appendix B: Glossary*.

Northern Strategy Leadership and Coordination – Includes coordinating, organizing and providing logistical and administrative support to the Northern Strategy Committees; facilitating and coordinating the ongoing refinement of a strategic plan; and monitoring the on-going results. SNA works with 13 departments and agencies in advancing the Northern Strategy.

Northern Development Accord and Agreement – In conjunction with federal government and northern partners, SNA plans and leads the delivery of investments under the Northern Development Agreement (NDA) on behalf of the provincial government.

Northern Policy/Program Advisory, Advocacy and Communication Services – SNA provides advice and assistance to other departments in the development of strategies, policies, plans, programs and services to ensure northern interests are served and to advance goals under the Northern Strategy. SNA is involved in provincial cross-governmental and inter-departmental strategies and initiatives, facilitates provincial government communications with northerners on various policy issues and provides communication on initiatives beyond the scope of the department's core programs, including those offered by other departments.

Northern Development Fund (NDF) – Fund established in February 1995 to stimulate and support economic and business development in northern Saskatchewan and to encourage diversification and job creation. The fund provides: 1) commercial loans to northern business; 2) primary production loans to trappers, commercial fishers and wild rice growers; 3) grants for marketing, research and development; organizational development and business skills training; financial support to northern youth entrepreneurs for business skill development.

Commercial Fishing Freight Subsidy and Price Support – Provides financial support for the commercial fishing industry in northern Saskatchewan through two components - a freight subsidy and a price support mechanism.

Regional Planning – SNA provides organizational, technical and advisory support services to five Regional Development Corporations (RDCs), including their development of operating plans,

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budgets and projects. SNA provides strategic and developmental assistance to economic sector associations, actively participates in inter-departmental and interagency forums representing economic and business development interests in northern Saskatchewan and provides referrals to other programs and services.

Business Support Services – SNA provides business support services to northern entrepreneurs, businesses, co-operatives, community development corporations and other organizations. These services include identification and evaluation of business opportunities, assisting business plan development, organizational development, management counseling, business skills training and other advisory services.

Co-op Development Support Services – SNA provides support services to assist northern co-operatives in organization development, establishment of policies, planning, legislative compliance, project development and key sector strategies. SNA provides support for the re-organization and revitalization of commercial fisheries co-operatives as part of the provincial fisheries strategy.

Mineral Surface Lease Agreements – Negotiation and ongoing administration, with other provincial departments and mining companies, of 13 Surface Lease Agreements for northern mines.

Northern Mines Monitoring Secretariat (NMMS)– Saskatchewan provincial agency, chaired by SNA, dedicated to acquiring and disseminating information about Saskatchewan's uranium mining industry and coordinating activities of the 32-member community Northern Saskatchewan Environmental Quality Committee (EQC). Membership of the NMMS includes provincial departments with a role in the uranium industry and the Canadian Nuclear Safety Commission (CNSC).

Structure and Organization

As of March 31, 2005, SNA had a total staff complement of 34.6 FTEs. SNA has permanent offices in Regina and La Ronge with field offices in Creighton, Buffalo Narrows and Saskatoon. Most SNA staff work in the NAD. SNA has five units: 1) Regional Development; 2) Northern Development Fund; 3) Resource and Industry Development; 4) Planning and Financial Management; and 5) Communications.

SNA's organizational chart is found in Appendix C.

Organizational Changes

Major organizational changes in 2004-05 included:

- elimination of three vacant positions;
- the centralization of corporate finance and administration, previously housed in the Program and Financial Services and Business and Human Resource Management unit;
- regulations created under *The Government Organization Act* to establish Northern Affairs as an independent department, separate from Saskatchewan Industry and Resources.

2004-05 Results at a Glance

Summary of Performance Results
The department responded to many of the challenges facing northerners in 2004-05. Highlights of significant performance results and areas to strengthen are presented here.

Key Results:

✓ *Good results*
◂ *Areas to strengthen (Performance less than expected in 2004-05)*

Self-Reliant Residents and Communities in the North

✓ Approximately 75% of northern communities and all northern regions are represented on SNA boards and committees.

✓ Approved nine commercial loans and 70 primary production loans totaling of $1.108 million; 55% of available NDF loan funds were approved, compared to 43% in 2003-04.

✓ Approved 33 NDF grants for $225,170, 92% of available NDF grant funding.

✓ Supported the creation/maintenance of 10 person years of employment per $100,000 NDF commercial loan funds, and 13.6 person years of employment per $100,000 of NDF primary production loan funds.

✓ Helped northern co-operatives secure $2.151 million in government funding.

✓ Provided consulting advice to over 130 primary producers and 82 commercial clients.

✓ The EQC formally intervened on eight occasions in CNSC hearings on uranium mine/mill operating/development approvals.

◂ Carried forward Northern Hire Policy and NDF loan program evaluations to 2005-06.

A Viable and Sustainable Northern Economy

✓ The Tripartite Management Committee (TMC) approved nine projects and a total expenditure of $3.63 million under the NDA.

✓ Provided organizational leadership in helping to plan the Saskatchewan Centennial Canoe Quest.

✓ Supported the development of two northern tourism guide publications.

◂ Continued to develop a comprehensive northern tourism strategy framework with tourism partners.

✓ Worked with the Northern Village of Green Lake and North West Communities Wood Products (NWCWP) to resolve partnership issues with Green Lake Métis Wood Products.

✓ Supported the Northwest Regional Development Council (NWRDC) in completing the *Westside Priorities and Recommendations* report.

✓ Supported the Northern Development Board Corporation (NDBC) in the planning and delivery of a Northern Economic Development Workshop.

✓ Provided support to 29 northern co-operatives.

Responsive and Effective Government in the North

✓ Facilitated Saskatchewan's commitment of $12 million toward an estimated $24 million multi-year abandoned uranium mines clean-up project.

✓ Led discussions with other provincial departments regarding the future direction of the Northern Strategy.

✓ Produced one *Northern Focus* newsletter and 34 *Northern Focus* radio programs.

✓ Redesigned and updated SNA's website.

✓ Negotiated and administered surface lease agreements with northern mineral developers.

✓ Responded in a timely fashion to industry requests for approval of assignments of interest, assignments of lease as collateral security and requests for partial surrenders of surface leases.

✓ Delivered six presentations on the uranium industry to 250 students in five schools and one college.

✓ Coordinated Saskatchewan's contribution to two projects/reports released by the Northern Development Ministers Forum.

2004-05 Results at a Glance

- Carried forward action to pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development.

Summary of Financial Results
In 2004-05, SNA's budget was $5.232 million. SNA also received supplementary estimates of $363,000 in November 2004 for the abandoned uranium mine clean-up initiative and the proposed fish processing facility in Prince Albert. SNA's total expenditures for 2004-05 were $4.902 million, or $693,000 less than available funding of $5.595 million. The variance was predominantly due to under-spending related to the Northern Development Agreement ($190K), the Northern Development Board Corporation ($100K), the Commercial Fishing Price Support and Freight Subsidy Program ($152K) and the proposed fish processing facility ($175K).

As of March 31, 2005, the department had a total staff complement of 34.6 FTEs, the budgeted staff complement for 2004-05.

SNA's annual results contribute to the achievement of the department's long-term goals and objectives. The department builds on annual accomplishments and assesses progress made to determine the best approach to achieve its objectives. By regularly assessing progress on key actions and performance measures and identifying challenges and risks the department can discuss the best approach to address risks and challenges while ensuring maximum achievements of its goals and objectives. For example, by measuring the utilization of SNA's key programs (NDF, business consulting services, Commercial Fishing Freight Subsidy and Price Support Program), the department determines if changes are required to improve access, effectiveness and outcomes of the programs. SNA reviews its key actions on a quarterly basis.

The key actions originally presented in our 2004-05 plan are listed below, followed by a report on actual progress for each. Actual results information is included for all key actions and performance measures that were published in our *2004-05 Performance Plan* as well as for all commitments related to SNA in the government-wide *2004-05 Performance Plan Summary*.

Further information and explanation about the department's performance measures is contained in SNA's *2004-05 Performance Plan*, available online.[4]

Goal 1 - Self-reliant residents and communities in the North

Objective 1 - Greater involvement of northerners in influencing decisions regarding northern development

Opportunities exist to develop the northern economy. It is important that northerners are active participants in such developments, that they express their viewpoints and concerns regarding decisions that affect them and that development in the North reflects northerners' needs and perspectives. As northerners become increasingly more involved in matters affecting them, opportunities exist to build capacity so northerners can better shape their own future.

During 2004-05, steady progress was made in advancing this objective; the department will continue to work with northerners in 2005-06 to enhance their active involvement with SNA's key boards and committees. All regions in the North and approximately 75% of northern communities continue to be represented on SNA's boards and committees. Capacity of the boards and committees continues to increase. For the first time, the EQC presented interventions to CNSC hearings. For the second year, RDCs continued to develop and implement annual work plans and reported quarterly on advancements made.

Key Results

Target and coordinate industry and federal-provincial regulator technical information sessions for volunteer EQC representatives to increase their understanding of continually evolving technological and regulatory requirements in uranium mining. [2004-05 planned result]

- Held an orientation session for newly-appointed representatives; covering the history and regulation of the uranium industry.
- Held learning sessions to keep EQC members updated on developments in the uranium industry, including:
  - McClean Lake Tailings Optimization Verification Program;
  - Information session on the Key Lake Above Ground Tailings Management Facility;
  - Review of the CNSC rating and reporting systems; and
  - Review of radiation and its properties.

At the request of federal and provincial regulators, the industry and northerners, coordinate and facilitate public consultations with the EQC on proposed northern uranium mining developments and project operating approvals. [2004-05 planned result]

- Delivered eight interventions to CNSC Hearings; this is a new area of participation for northerners in the regulatory process.

[4] http://www.northern.gov.sk.ca/docs/publications/performplan04_05.pdf

- Conducted a technical session to gather input on the final use of the Cluff Lake Mine site once reclamation is complete.

Provide technical support and advice to SNA's northern economic development boards and committees for better decision-making (e.g. the Northern Review Board, Northwest Regional Development Council, regional development corporations). [2004-05 planned result]

Northern Review Board

- Provided board orientation for new NRB members. Topics included: an overview of SNA, the NDF and the board's relationship to government.
- Conducted a workshop on how to brainstorm based on Michael Rosenburg's book, *The Flexible Thinker*.

Regional Development Corporations and Northwest Regional Development Council

- Provided ongoing technical support to the RDCs. As requested, assisted RDCs in the development of work plans and quarterly reports and the achievement of strategic and operating plan objectives.
- Some specific supports included:
  - contributed to the Athabasca Economic Development and Training Corporation's long-term strategic plan by participating in the planning session and, as a member of an advisory committee, helped develop final draft report;
  - helped Woodlands and Waterways Regional Development Corporation (WWRDC) obtain financing for a proposed La Ronge Regional Information Cultural Centre by providing consulting advice and assistance in developing funding applications. The centre is expected to be complete in Fall 2005;
  - researched, with Creighton Regional Development Corporation (CRDC), potential new value-added industries for the North, including phytochemicals, peat moss processing/packaging, silicon production, microgravity drop shaft.
- Provided regular administrative and organizational support to NWRDC meetings. Also provided financial assistance, publication and distribution support in the development of a *Westside Priorities and Recommendations* report. The report profiles potential economic and regional development opportunities in northwest Saskatchewan. (*Also applies to Goal 2, Objective 1*).

Measurement Results

Percentage of representatives attending meetings

- ***Environmental Quality Committee (EQC)***
- ***Northern Review Board (NRB)***
- ***Northwest Regional Development Council (NWRDC)***

	2003-04 Baseline (September 30, 2003)	**2004-05 Actual Results**
EQC	77%	79%
NRB	64%	63%
NWRDC	74%	48%

SNA's advisory committees were established to give northerners an opportunity to provide input into SNA's programming and developments in the North. The measure indicates northerners' involvement in planning and decision-making processes, and may indirectly indicate their satisfaction with their contributions to the committee. Higher attendance rates demonstrate active involvement of more participants in decision-making processes.

In 2004-05, on average, 79% of EQC representatives attended meetings, consistent with the average attendance of 77% in 2003-04. The EQC continues to build northerners' capacity to more meaningfully oversee and provide input into decisions made by uranium mine companies and regulators regarding future mine developments.

The NRB results are consistent with last year's results (63-64%), and take into account influencing factors such as the North's vast geographic area (including associated travel costs and time) and committee members' competing priorities (work, business and family commitments).

Forty-eight per cent (48%) of NWRDC representatives attended meetings compared to 74% in 2003-04. The NWRDC underwent a period of transition in 2004-05; SNA's regional manager position in this region was vacant for several

months resulting in downtime for the Council. SNA will examine options for the council to be more inclusive of the business community and westside economic development corporations.

Percentage of uranium mining provincial operating license renewal applications that receive EQC input

Year	%
Baseline: 2002-03	100%
2003-04	100%
2004-05	100%

Source: Northern Mines Monitoring Secretariat records

The Province of Saskatchewan requests EQC input into uranium operating license renewals. In 2004-05, this was 100% – comparable to 2002-03 and 2003-04. The measure demonstrates a growing recognition of the EQC as a valuable committee to provide feedback during these processes and therefore demonstrates increased northerner involvement.

SNA has a moderate level of influence over this measure. The department can advocate the EQC's involvement in the processes, but has limited control on the invitation extended to the EQC to provide input. SNA will work diligently to ensure a continued high level of northern input into uranium operating license renewals. The EQC model of stakeholder participation into uranium development is held in high regard by jurisdictions throughout the world. It is incumbent upon the department and northern people to continue with this tradition of excellence.

Number of northern stakeholder representatives on key Northern Affairs' Committees

Representatives on Committees[5]

	02-03	03-04	04-05
Northern Review Board (NRB)	6/9	7/9	9/9
Northern Development Board Corporation (NDBC)	12/12	12/12	10/12
Environmental Quality Committee (EQC)	30/31	30/32	32/32
Northwest Regional Development Council (NWRDC)	11/15	15/15	12/15
Regional Development Corporations (RDCs)			
Athabasca Economic Development and Training Corporation (AEDTC)	--	7/7	7/7
Central Cree Economic Development Corporation (CCEDC)	--	6/6	6/6
Creighton Regional Development Corporation (CRDC)	--	7/7	7/7
Northeast Development Association (NEDA)	--	5/5	4/4
Woodlands and Waterways Regional Development Corporation (WWRDC)	--	6/6	4/6

Source: Saskatchewan Northern Affairs

In 2004-05, approximately 75% of northern communities and all northern regions (Athabasca, central, east and west) were represented on SNA boards and committees, similar to 2003-04 results. SNA's boards and committees provide northern communities opportunities to be involved in matters that affect them. The matrix (as per Appendix D) enables SNA to identify gaps in representation.

At the end of 2004-05, three boards/committees were in the process of filling vacant positions (NDBC - 2, NWRDC - 3, WWRDC - 2).

[5] Number of committee positions occupied at the end of each fiscal year.

Objective 2 – Northerners have access to financing, business and employment opportunities

Many northerners face barriers that have the potential to impede their participation in the northern economy. Barriers can include: 1) limited mobility due to high transportation costs and the remoteness of communities; 2) insufficient workplace experience and training; or 3) inability to acquire equity and/or financing. With access to financial support, business advice and other similar programs, northerners can better participate in the economy, leading to increased self-reliance.

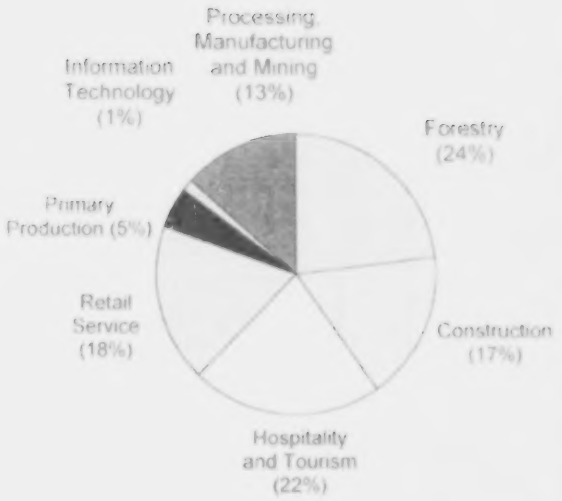
The year 2004-05 was a challenging year for several sectors of the northern economy: the commercial fishing industry struggled due to decreased profits attributed to the higher Canadian dollar and a poor winter fishing season; the forestry industry was still recovering from the United States softwood lumber dispute; and the wild rice industry experienced a decline owing to damaged crops resulting from poor weather conditions.

Nevertheless, SNA steadily continued to advance this objective. The NDF loan fund approved 55% of available loan funds compared to 43% in 2003-04. Ninety-two per cent of available NDF grant funds were approved compared to 83% in 2003-04. The department provided consulting advice to 82 commercial clients, over 130 primary producers and after-care services to additional clients. Utilization of the Commercial Fishing Freight Subsidy and Price Support Program remained the same at approximately 69% of available funding.

Key Results

Provide business and management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 2, Objective 2) [2004-05 planned result]

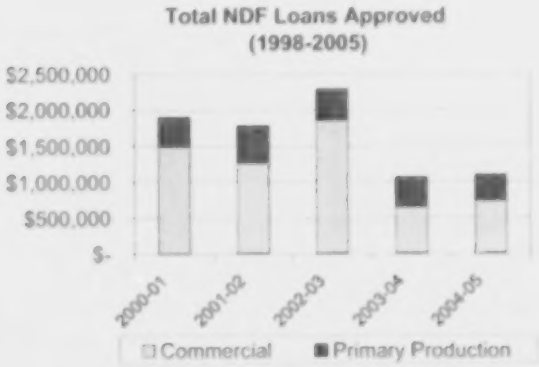
- Provided pre-loan consulting advice to 82 clients as reflected by commercial sector in the chart following:



- Provided pre-loan consulting advice to diverse clients and projects including:
  - the feasibility of pursuing a limestone mine in Pinehouse working with Pinehouse Business North Development and other stakeholders;
  - the proposed graphite mine near Southend working with the Village of Southend and private partners;
  - identification of opportunities and obtainment of a research scientist to conduct necessary tests with Burbut liver oil working with CRDC. The potential additional sale of Burbut fillets would increase returns to fishers and processing plant;
  - extension of natural gas services to the La Ronge area working with Anglin Lake-La Ronge Natural Gas Committee.
- Provided aftercare services to non-NDF loan clients, including practical support in developing detailed account records and monitoring processes. In 2004-05, 40 clients received after-care services.
- In addition, SNA also provided consulting advice and assistance to over 130 primary producers (fishing, trapping and wild rice) and participated on Saskatchewan River Sturgeon Management Board.
- SNA has staff who speak major northern languages (Cree – 6; Dene – 1) to accommodate northern clientele.

Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities and First Nations to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 2, Objective 2) [2004-05 planned result]

- Approved nine commercial loans totalling $743,600 and 70 primary production loans totalling $364,893 for a total of $1.108 million. The funds approved in 2004-05 increased from 2003-04 ($1.066 million).
- Total funds disbursed in 2004-05 were $1.358 million; the disbursement includes loans that were approved in 2003-04.
- The following chart shows the amount of NDF loan funds approved over the past five years.



- Approved 33 NDF grants for $225,170 compared to 30 grants for $270,513 in 2003-04. The amount of NDF grant funds available decreased by $80,000 from $325,000 in 2003-04. SNA disbursed $222,590 of $245,000 available.

Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 2, Objective 2) [2004-05 planned result]

- SNA provided after care services to loan clients, including:
  - regular contact by telephone and letter to answer questions, provide financial advice and assist with problem resolution;
  - follow-up visits to communities and clients for technical support and assistance when applying for new loans.

Assist commercial fishers by providing transportation subsidies for hauling fish to processing plants. [2004-05 planned result]

- In 2004-05, over 650 fishers received $265,000 (including funds approved in 2003-04) in transportation subsidies compared to $305,000 in 2003-04. The program disbursal actually charged to 2004-05 was $232,753. The Freshwater Fish Marketing Corporation (FFMC) administers the program on behalf of SNA for an annual fee of $15,000.
- Challenges for fishers in 2004-05 are highlighted in the measurement results.

Promote the concept and investigate the feasibility of pursuing multi-party development of northern capacity to serve the growing range of 'environmental service' needs of the northern public and private sectors. [2004-05 planned result]

- Provided input into draft concept paper on using a partner's required forest inventory work in the North as a catalyst to assist skill development and capacity building for northerners in broader environmental and resource management fields.
- Emergence of competing priorities/opportunities and prospective partner's inability to action the planned inventory work led to deferral of further work on specific concept.

With the Public Service Commission (PSC), conduct an evaluation of the effectiveness of the Northern Hire Policy. [2004-05 planned result]

- Initiated survey in February – March 2004. The results were analysed in 2004-05.
- Preliminary survey results indicated that between April 1999 to February 2004:
  - approximately 650 vacant positions were staffed by northerners;
  - northerners were hired for 57% of vacant positions;
  - northerners were hired for 64% of entry-level positions; 40% of mid-level positions; and 48% of professional/management positions.
- Assessment of the policy's effectiveness will continue into 2005-06 due to limited resources in 2004-05.

Conduct a program evaluation of the loan component of the NDF, recommend improvements to the program and implement changes. [2004-05 planned result]

- The program evaluation was deferred to 2005-06 owing to limited staff resources.

Promote business development, entrepreneurship and employment to youth in the North by attending and/or supporting various forums such as job fairs and business conferences. [2004-05 planned result]

- Delivered five presentations and attended or conducted 10 workshops to discuss youth entrepreneurship, the NDF program and/or business services offered by SNA. For example:
  - conducted a trapper training workshop with N5 Trapping Fur Block; attended by 100 grades 1-12 students;
  - assisted in workshop set-up and hands on activities with facilitators for the Beaver River Community Futures Development Corporation *Youth Mean Business* March 2005 Youth Entrepreneurship Conference attended by 120 youth;
  - participated in the Interprovincial Association on Native Employment career symposium;
  - participated with other funding agencies in providing information workshops in west side communities (La Loche, Buffalo Narrows, Ile-a-la Crosse and Beauval).
- Established partnerships to encourage northern youth tourism training. Examples include: *Tourism Ready to Work* program with Saskatchewan Education Tourism Council – first training session expected during the fall of 2005; tourism management training with the Meadow Lake Tribal Council.
- Helped plan, and participated in, the Community Vitality Monitoring Partnership Process youth workshop at McClean Lake; 21 youth attended.

Additional Results

- In addition to progress made on planned actions, SNA continued to support the Saskatchewan Co-operatives Fisheries Ltd. (SCFL) as they pursued the development of a Saskatchewan-based fish processing facility in Prince Albert. The SCFL board of directors and supporting team's milestones include:
  - secured $4.6 million financing package, conditional on the project proceeding and subject to due diligence;
  - executed conditional offer to purchase facilities in Prince Albert, with the engineering assessment complete and renovation costs determined;
  - negotiated, close to finalization, a Letter of Intent and preliminary draft agreement and production plan with Freshwater Fish Marketing Corporation.

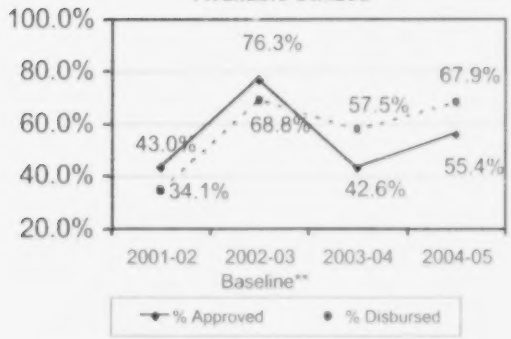
- Changing market conditions and financial constraints resulted in significant downsizing of the potential processing contracts with FFMC and has threatened the viability of the project as originally designed. The SCFL has identified and is pursuing a number of options to enhance the viability of the project. *(Also contributes to Goal 2, Objective 2).*

Measurement Results

Percentage of NDF funding utilized

- ***Loans***
- ***Grants***

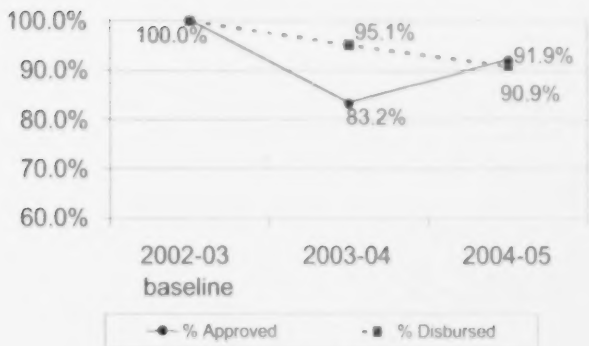
% NDF Loan Funds Available Utilized*



Source: Saskatchewan Northern Affairs

**SNA's *2004-05 Performance Plan* indicated a baseline of 92 per cent. This value was based on 2003-04 NDF loan funds available rather than 2002-03 amounts, and has been corrected in the chart above.

% NDF Grant Funds Utilized*



*A portion of *disbursed* amounts includes funds approved in previous year.

This measure shows the extent northerners are accessing the NDF loan and grant fund. By annually assessing the amount of NDF utilized, the department can determine if services/program delivery need to be strengthened.

In 2004-05, 55.4% of NDF loan funds available ($2 million) were approved compared to 42.6% of $2.5 million in 2003-04. This represents a net increase of approximately $40,000 in 2004-05 from 2003-04.

A review of the NDF loan program is planned in 2005-06 to determine if further improvements in program delivery are possible.

The NDF grant program was 91.9% approved in 2004-05 compared to 82.3% in 2003-04. However the amount of available NDF grant funds decreased from $325,000 in 2003-04 to $245,000 in 2004-05.

Number of estimated person years of employment created or maintained through the assistance of the Northern Development Fund per $100,000 loan funds provided overall

- ***Commercial loans***
- ***Primary production loans***

Estimated Person Years of Employment Created/ Maintained per $100,000 NDF loan funds provided

Year	Commercial	Primary Production
Baseline: Sept. 30, 2003	6	16
2003-04 year-end	5	18*
2004-05	10	13.6

Primary Production Conversion Rates (assumptions):
Wild rice: one job created/maintained = 0.25 person yrs of employment
Trapping: one job created/maintained = 0.58 person yrs of employment
Fishing: one job created/maintained = 0.5 person yrs of employment

*corrected from *2003-04 Annual Report* to reflect seasonal nature of primary industries

Source: Saskatchewan Northern Affairs

2004-05 Performance Results

The NDF loan program provides loans to primary producers and northern entrepreneurs/businesses; a potential spin-off is the creation or maintenance of full-time, part-time or seasonal jobs. SNA tracks the estimated number of person years of employment[6] created or maintained per $100,000 loan funds provided. This measure demonstrates, in part, the NDF's contribution to the labour economy.

In 2004-05, the NDF commercial loan program helped create/maintain 10 person years of employment per $100,000 compared to five in 2003-04. The NDF primary production loan program helped create/maintain 13.6 person years of employment per $100,000 compared to 18* in 2003-04.

The sustainability of primary producing operations and commercial businesses is influenced by the strength of various sectors and economic forces. For example, the United States softwood lumber dispute has resulted in challenges for the forestry and transportation industries. SNA's business consulting and after-care services and NDF grant program provide opportunities for northerners to build capacity and tackle challenges where possible.

Amount of government federal/provincial/ municipal (F/P/M) funding secured for co-ops

Year	Amount secured
2002-03 (baseline)	$0
2004-05	$2,151,000 (tentative)

SNA provides co-operatives support services to new and existing co-operatives. As necessary, SNA assists co-operatives to secure federal, provincial and municipal funding. This measure shows the amount of funding secured by co-operatives.

In 2004-05, SNA assisted co-operatives in tentatively securing $2.151 million in federal, provincial and municipal funds. A new co-op housing unit to be built in La Ronge has the potential to benefit from $1.3 million in new funding. SNA is working with Saskatchewan Housing Corporation on the project. SNA assisted SCFL in securing $851,000 in federal and provincial funds; $750,000 was conditional on the establishment of a fish processing facility in Prince Albert.

SNA will continue to work with co-operatives in 2005-06, helping them to access funding as required.

Number of fishers provided with subsidy payments

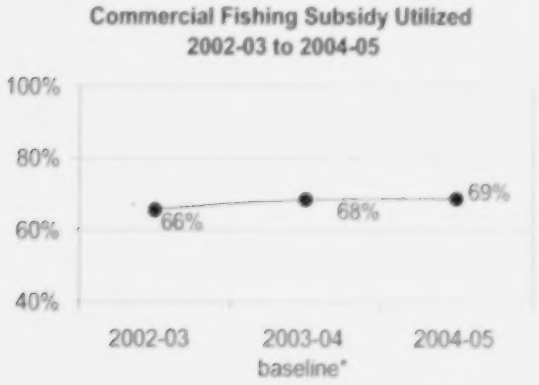
Number of fishers provided with subsidy payments			
Year	Number of fishers		
	FFMC	Carlson Fish Products	Athabasca Distributing Ltd.
2002-03	697	61	N/A
Baseline: 2003-04	721	88	N/A
2004-05	588	59	12

Sources: 1) Freshwater Fish Marketing Corporation 2) Saskatchewan Northern Affairs

SNA's *2004-05 Performance Plan* estimated 500 fishers accessed the subsidies program in 2003-04. The baseline is adjusted based on actual numbers provided by FFMC plus subsidy disbursed through other agents.

[6] For the "person years of employment" definition, please view SNA's 2004-05 Performance Plan, available online at the following website address: http://www.northern.gov.sk.ca/docs/publications/performplan04_05.pdf

Percentage of budgeted commercial fishing transportation subsidy utilized



Source: 1) Freshwater Fish Marketing Corporation 2) Saskatchewan Northern Affairs

*SNA's *2004-05 Performance Plan* indicated a baseline of 100%. This value was based on program expenditures, and included a prepayment made to FFMC for the 2004-05 fiscal year. The baseline has been corrected to reflect actual subsidy payments received by fishers.

The Commercial Fishing Freight Subsidy and Price Support Program helps to offset transportation costs for fishers in the NAD. Without the subsidy, many fishers would have a difficult time transporting fish to be processed. From the results, the department can determine how to ensure maximum utilization of the program within its level of influence.

In 2004-05, 659 fishers accessed the subsidy program compared to 809 in 2003-04. In 2004-05, 69% of the available $385,000 was utilized by fishers compared to 68% of available $445,000 in 2003-04. The commercial fishing industry faced challenges in 2004-05. The winter season was delayed owing to a mild November and poor ice conditions. The higher value Canadian dollar (relative to U.S. funds) reduced many prices for producers. Harvesting costs increased owing to higher fuel prices.

However, the commercial fishing industry continues to be a significant contributor to the northern economy. SNA will conduct a program review in 2005-06 to ensure the subsidy program is meeting intended objectives. SNA's complementary NDF program ensures primary producers have access to financing to purchase equipment required to fish.

Goal 2 - A viable and sustainable northern economy

Objective 1 – Provide capital, business and infrastructure support in the North

Capital, business and infrastructure support provides a foundation to help make the northern economy strong and sustainable. The development of economic enabling infrastructure (e.g., roads, energy and power) and the availability of financial resources better enable northerners to participate in the northern economy and can stimulate diverse employment options and increased local resilience to market fluctuations.

SNA made good progress in advancing this objective in 2004-05. Working with the Northern Development Board Corporation (NDBC) and Western Economic Diversification Canada (WD), the Canada-Saskatchewan Northern Development Agreement (NDA) processes were streamlined. The NDA Tripartite Management Committee (TMC) approved $3.63 million in expenditures. SNA supported NDBC in the delivery of a Northern Economic Development Workshop. NDA projects included transportation and communications infrastructure.

Key Results

Coordinate investor-northern partner discussions to identify and plan prospective northern development projects and strategic business alliances, focusing on mining, forestry and tourism sectors. [2004-05 planned result]

Mining:

- Explored the potential of northern businesses that could be involved in a proposed multi-year abandoned uranium mines decommissioning project.
- Assisted with the identification and involvement of northern companies and labour in initial field investigations leading toward the development of a clean-up plan for abandoned uranium mine sites.

Forestry:
- Served as advocate/intermediary for the Saskatchewan Forest Centre and NWCWP discussions regarding technical support/liaison for inventorying and forestry management planning needs and limited investment in helping the NWCWP meet certain technical needs.

- Worked with other northern lenders to provide over $1 million loan to a northern logging company for mechanical logging equipment.

Energy:
- Discussed with SaskPower and SaskEnergy the potential for the Crown Corporations' involvement in the future "Northern Business Forums".

- For additional examples of support provided to multi-year projects see Goal 1, Objective 1 and Goal 1, Objective 2 (advice to northern economic development boards, committees and projects)

Advocate and build consensus for the construction of all-season roads in the Athabasca region and a road connector between Fort McMurray, Alberta and Garson Lake Road, Saskatchewan for the purpose of stimulating the local economy, reducing the cost of living and improving the quality of life for residents in the areas. [2004-05 planned result]

- Work on the Athabasca region-all seasons road is led by the Department of Highways and Transportation. SNA provides a support/ advocacy role.
  - reduced the grades on three hills to improve freight movement on Highway 905. The project was approved under the NDA in 2003-04;
  - began to undertake engineering of the centre line for upgrading the Athabasca road to all-weather status;
  - undertook an environmental assessment for the Wollaston Lake Road.
- Methy Construction of La Loche funded (with support from Western Diversification) a joint-Alberta-Saskatchewan trans-border analysis of the economic impact that could result from the construction of a road connector between Fort McMurray, Alberta and Garson Lake, Saskatchewan. An Edmonton firm completed the economic impact study in October 2004 under the guidance of an Alberta-Saskatchewan technical steering committee.
- The NWRDC completed the *Westside Priorities and Recommendations* report in December 2004. The report profiles potential economic and regional development opportunities in northwest Saskatchewan.

Plan and lead the coordinated delivery of provincial investments under the Northern Development Agreement (NDA) in conjunction with federal government and northern partners. (Also applies to Goal 3, Objective 2) [2004-05 planned result; *2004-05 Performance Plan Summary*] [7]

- The TMC approved nine projects and a total expenditure of $3.63 million in 2004-05. They include:
  - Northern Broadband Network to introduce high speed internet access to 35 northern Saskatchewan communities ($2 million);
  - NORTEP university student resident apartment renovations ($350,000);
  - various training programs (First Nations Child Care, Practical Nursing Certificate, northern administrators computer training, oil sands).
- A framework for evaluating the NDA, *Northern Development Agreement – Saskatchewan: A Results-Based Management and Accountability Framework*, was prepared in September 2004 by Garven and Associates and funded by WD.

Working with northern organizations, plan and coordinate a bi-annual business forum for northern businesses, entrepreneurs and industry partners for delivery in 2005 to: discuss opportunities and trends; share success stories and lessons learned; deliver capacity building workshops; strengthen business-supplier relationships; create support

[7] For more information on the NDA, visit SNA's website: http://www.northern.gov.sk.ca . A definition of the NDA is found in the glossary.

networks among northern businesses; and create a new plenary forum for SNA to listen to and talk with northerners. (Plenary forum also applies to Goal 1, Objective 1) [2004-05 planned result]

- Approximately 65 people attended a Northern Economic Development Workshop in March 2005 in La Ronge. Discussions focused on tourism, youth, a proposed abandoned uranium mines clean-up and non-timber forest products' development opportunities.
- SNA and WD provided logistical and financial support to the NDBC in the planning and delivery of the event and led certain "opportunity" presentations and discussions.

As a co-sponsoring department with Saskatchewan Environment and Saskatchewan Industry and Resources, implement Saskatchewan's forest sector expansion strategy in the North, to realize value-added processing and manufacturing opportunities and enhanced support for the development of non-timber forest products. [2004-05 planned result]

- Worked with the Northern Village of Green Lake and North West Communities Wood Products to help resolve the partnership issues with Green Lake Métis Wood Products.
- Provided NWCWP a $225K operating grant to develop its Beauval Forestry Industries (BFI) proposal/business plan, sign partnership agreements and complete the financing arrangements to implement the BFI project.
- Developed an environmental scan of non-timber forest products' development initiatives, to inform a gap analysis of industry development needs to be completed in 2005-06.
- Supported the Saskatchewan Forest Centre's conceptualization and advancement of a proposal to Canada and Saskatchewan to establish major hardwood plantation production capacity on marginal agricultural lands in Saskatchewan. This key action continues in 2005-06 and reflects an emerging new strategic focus for the Saskatchewan Forest Centre.

Support Sask Tourism and the Northern Tourism Task Team (NTTT) in the continued development of a comprehensive northern tourism strategy framework that will provide a coordinated approach to northern tourism planning, marketing and development. [2004-05 planned result]

- NTTT and Sask Tourism completed one community tourism planning model initiated in 2003-04.
- SNA, NTTT, Sask Tourism and some north-west communities sought funding to expand the community tourism planning model to additional communities.
- SNA commenced assistance to the West Side Tourism Group in developing a proposal for tourism development in their region.

Coordinate, encourage and support the wild rice industry in northern Saskatchewan to better promote and market its product and increase annual sales. [2004-05 planned result]

- SNA provided four NDF loans to northern wild rice producers.
- SNA participated in the April 2004 Wild Rice Conference held in La Ronge.

With Saskatchewan Property Management Corporation (SPMC), conduct an evaluation of the effectiveness of the Northern Procurement Policy. [2004-05 planned result]

- SNA held two meetings with SPMC in April-May 2004 to initiate the policy evaluation. SNA deferred further work to 2005-06 due to limited staff resources in 2004-05.

Additional Results

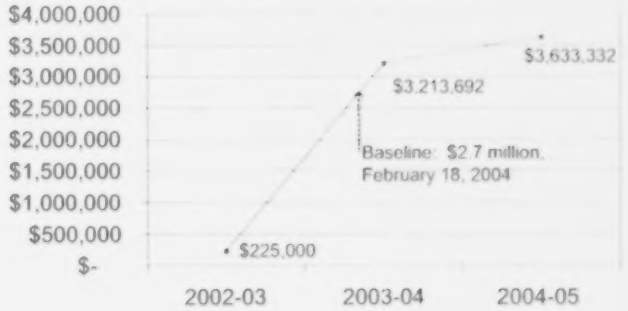
In addition to progress made on planned actions, other key results include:

- Provided leadership, organizational, communication and financial support to the Saskatchewan Centennial Canoe Quest to be held June 19 - July 5, 2005. The Canoe Quest is a 1000-km race in 25-foot voyageur canoes across northern Saskatchewan historical routes that will showcase the beauty and potential of northern Saskatchewan.
- Coordinated the development of *Churchill River Headwaters: Northwest Saskatchewan's Discovery Trail* visitor's guide (25,000 copies) with key tourism partners and stakeholders.
- Assisted the development of Northern *Saskatchewan Tourism's Winters Visitors' Guide for Northern Saskatchewan.*

- Provided funding support for a *Wings Over Canada* program of northern Saskatchewan.

Measurement Results
NDA funding dispersed for approved projects per year (includes federal and provincial funding)

NDA Expenditures Approved per year 2002-03 to 2004-05



Source: Saskatchewan Northern Affairs, NDA Reconciliation Spreadsheet

*The data reflects NDA expenditures approved per year, rather than dispersed. Funds for approved projects may be dispersed in subsequent years until March 31, 2009, based on project implementation/progress. SNA's 2005-06 Performance Plan reflects this change.

In October 2002, the provincial and federal government each committed, under the Northern Development Agreement, a total of $10 million over five years (2002-07) to support capacity building and economic infrastructure development in the NAD. A Tripartite Management Committee, comprised of members from Northern Development Board Corporation and provincial and federal governments, oversees the management of the NDA. Eight provincial departments and agencies sit on the Provincial Planning and Accountability Committee to enhance NDA communications among provincial departments. This measure shows how much funding is provided under the agreement.

Since the NDA was signed in 2002, 19 projects and a total expenditure of $7.07 million have been approved: $3.63 million in 2004-05, $3.21 million in 2003-04 and $0.225 million in 2002-03. The first two years focused primarily on establishment of the NDA delivery framework, resulting in fewer approved projects and less committed funding. More projects were approved in 2004-05 due to a streamlined application and approval process and more frequent TMC meetings. Project approvals and monies committed are expected to ramp up in the final two years of the agreement.

The provincial and federal governments and NDBC work with proponents to strengthen proposals and ensure maximum benefits for the North. An example includes the Northern Broadband Network, expanded to benefit the entire North.

Objective 2 - Increased management and ownership of businesses by northerners

The number of businesses located in the NAD and owned by northerners is indicative of the local economy's strength and is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, workforce and community. Keeping a greater portion of business revenues in the NAD encourages more spending locally and reinvestment in the community, which, in turn, fosters more resilient and diversified economies.

Overall, the department continued to advance this objective by providing business consulting advice and loans and grants. SNA will continue to work with northerners to support achievement of this objective. The department approved nine commercial loans and 70 primary production loans compared to 10 commercial loans and 104 primary production loans in 2003-04, in addition to providing support to 29 co-operatives and consulting advice to 82 commercial clients and over 130 primary production clients. Additional patrons received after care services.

Key Results

Lead and coordinate the development of northern co-operatives to build northern capacity, access available resources, promote northern ownership of businesses and develop housing projects. [2004-05 planned result]

- Supported 29 northern co-operatives by providing investor information for the proposed fish processing plant to 17 fishing co-operatives; assisting six co-operatives in becoming re-instated

under *The Co-operatives Act, 1996*; presenting information at various co-op meetings; and advising on planning, business and operational matters.
- The 29 northern co-operatives include 23 fishing co-operatives, three housing, one birch wood, one birch syrup and one car pool co-operative.

Provide business/management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 1, Objective 2) [2004-05 planned result]
- See Goal 1, Objective 2 above for actual results.

Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities and First Nations to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 1, Objective 2) [2004-05 planned result]
- See Goal 1, Objective 2 above for actual results.

Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 1, Objective 2) [2004-05 planned result]
- See Goal 1, Objective 2 above for actual results.

Measurement Results
Percentage of northern businesses in NAD owned, in part or whole, by northerners

66%

Source: Telephone survey to all businesses in the Northern Business Directory, June 2005

Baseline:

49%
[September 2003]*

Increased ownership of businesses in the North by northerners is integral to building economic self-reliance. The percentage of northern businesses owned by northerners is one indicator of building a viable and sustainable northern economy. SNA has minimal influence over this measure. However, department programs such as the Northern Development Fund and the facilitation of co-operative development play a role in supporting the development of sustainable northern businesses owned by northerners.

A northerner is defined as someone who has lived in the NAD for 10 or more years or for more than half of his or her life. Data for this measure is gathered every two years by telephone survey to all businesses listed in the Northern Business Directory.

* The method of gathering the data for this measure has changed. Therefore the baseline will be adjusted to 66% [June 2005].

Goal 3 - Responsive and effective government in the North

Objective 1 - Strengthened communication of government activities related to economic development in the North

Effectively communicating existing government programs and services is important to their success. This is particularly important given the unique communication challenges in the North. For example, multiple modes of communication must be considered and tailored to the unique situations of different northern regions. A variety of communication tools are used in the North, including newsletters, radio and advertising.

The department made considerable progress in advancing this objective in 2004-05 via many communication vehicles. In addition to updating and regenerating SNA's website, the department created two new brochures for the NDF loan and grant program, supported the development of two northern tourist guide publications and assisted the NWRDC in publishing its report on *Westside Priorities and Recommendations* – presented by the Council to the Minister of Northern Affairs. One *Northern Focus* newsletter and 34 *Northern Focus* radio programs were also produced. The Northern Mines Monitoring Secretariat carried out a number of communications initiatives. These included delivering six presentations on cumulative environmental effects monitoring techniques to a total of 250 students throughout the North and accompanying uranium industry representatives on their annual northern consultation tour.

Key Results

Develop and implement a strategic communication plan that will focus on: increasing the awareness of SNA's mandate, programs and strategic activities; improving communication with SNA's northern economic development boards, committees, stakeholders and partners; and improving provincial government communications to and with northern people. [2004-05 planned result]

- Communicated and reaffirmed its mandate, roles and responsibilities and communication role in the North with other provincial departments. This resulted in increased awareness of SNA's mandate, programs and strategic activities. This also resulted in one position being offered by the Saskatchewan Housing Corporation to SNA to support communication of government programs and services to northerners.
- Completed various activities in support of the above communication objectives:
  - placed newspaper advertisements about SNA's NDF program and Northern Business Directory;
  - published two new brochures about the NDF loan and grants programs and one issue of the public newsletter *Northern Focus;*
  - prepared eight departmental new releases;
  - profiled SNA at 15 job fairs and business conferences;
  - delivered presentations and/or provided information on SNA's programs and services and other northern initiatives at various northern venues, such as: the Northern Economic Development Workshop; Northern Labour Market Committee (NLMC) meetings, Northern Municipal Roundtable meetings, the SCFL Annual General Meeting (AGM), the Northern Saskatchewan Trappers Association AGM, April 2004 Wild Rice Conference, Northern Forestry Officials meeting and Environmental Quality Committee meetings;
  - provided numerous briefing updates to northern stakeholders client groups and federal and provincial regulators, concerning progress and plans for the clean-up of former uranium mine/mill site.

Improve the website for communicating the Northern Strategy and associated northern government strategies, policies, programs and services to increase awareness of government initiatives. [2004-05 planned result]

- Redesigned and updated website in October 2004, which includes information on the Northern Strategy. The website can be found at: http://www.northern.gov.sk.ca.

Deliver NMMS communications to increase northerners' awareness of the uranium sector's current operating requirements and challenges (i.e. regulatory, human resource, business case/benefits) and its future outlooks. [2004-05 planned result]

- Developed and introduced EQC representative posters to promote awareness of resource people available within each community.
- Accompanied uranium industry representatives on their annual public consultation tour of the North; this tour was also used as the communications vehicle to distribute the *EQC/NMMS 2004 Report to Communities.*
- Revised the Cumulative Effects Monitoring presentation, in conjunction with Saskatchewan Environment, for presentation to senior school grades in select schools across the North, to bring life to applied science principles.

Measurement Results

Number of Northern Focus newsletters and weekly radio features

Year	Newsletters	Radio Features
Baseline: 2002-03	2	30
2003-04	1	21
2004-05	1	34

SNA delivers several communication materials throughout northern Saskatchewan annually. The *Northern Focus* newsletters and radio features profile provincial government services available to northerners, in addition to activities and news events impacting northerners. This output measure is directly related to the objective, indicating the distribution of two important media

(radio and newsletters) to reach northern audiences.

Compared to 2003-04, SNA produced 13 more radio features, and the same number of newsletters. The results demonstrate a commitment to using radio, an important and effective communication medium in the North. Only one newsletter was produced. SNA had only two communication staff in 2004-05, and uses contracted services (the department's agency of record and registered communications suppliers) to supplement work undertaken by department personnel.

Northern Focus is an effective communication vehicle for SNA, communicating success stories and important developments in the North. SNA will continue to produce newsletters and radio features, and look for ways to enhance these communication vehicles.

Number of northern radio broadcasts relating to uranium development

"You Were Asking" northern radio broadcasts relating to uranium development in the North were not conducted in 2004-05; the program was cancelled due to lack of resource capacity to prepare the broadcasts.

To increase awareness relating to uranium development, the NMMS and EQC use various other communication vehicles (see key action above related to NMMS communications).

Distribution of NMMS/EQC insert in Opportunity North

Year	Distribution of insert
Baseline: 2002-04	45,000
2003-04	45,000
2004-05	49,000

The NMMS publishes a four-page NMMS/EQC insert in *Opportunity North*, a northern periodical distributed to all households (approximately 9,000) in the NAD five times a year. *Opportunity North* is an important communication vehicle for northern Saskatchewan. This output measure is directly related to strengthening communications of NMMS and EQC activities.

In 2004-05, a total of 49,000 copies of *Opportunity North* were distributed; an increase of 4,000 from 45,000. SNA directly influences this measure by purchasing space to produce the four-page insert; actual production of the periodical is determined by the publisher.

Number of school presentations related to uranium development:
- ***number of schools visited***
- ***number of students participating***

Year	# schools visited	# students
Baseline: 2003-04	5	153
2004-05	6	250

SNA and Saskatchewan Environment (SE) deliver presentations to middle school and high school students to raise awareness of uranium developments. This measure shows that children and youth of various ages may benefit from SNA's communication initiatives. Through the presentations, students may increase their understanding of uranium developments in the North.

In 2004-05, one more school was visited, and 97 more students participated in presentations compared to 2003-04. In 2004-05, six presentations were made at five schools and one college. A total of 250 students attended.

SNA and SE predetermine schools to visit on an annual basis; the targeted northern area determines the number of schools and students receiving the presentations for the year. Some regions have more schools and/or students; this will be reflected in the results.

Objective 2 – Coordinated and transparent delivery of government services among government departments and northern partners in the North

One of SNA's responsibilities is to improve planning and coordination of activities between provincial and federal government departments and northerners. Successful planning and

coordination will increase the effectiveness of programs and initiatives, and will positively impact northern communities and residents.

SNA made significant progress in advancing this objective. SNA made noteworthy strides in advancing the province's position on the proposed abandoned uranium mines clean-up initiative. The department continued to administer northern mineral surface lease agreements, managed Saskatchewan's contribution to the Northern Development Ministers' Forum, identified and advanced improvements to the northern mining and procedural framework and led discussions with other provincial departments on the future direction of the Northern Strategy. SNA will continue to pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development.

Key Results

Lead and manage Saskatchewan's contribution to, participation in and relationships with the Northern Development Ministers Forum (NDMF) designed to advance cross-jurisdictional northern initiatives in selected priority areas. For 2004-05, the priority areas include northern awareness enhancement, research and innovation, recruitment and retention and economic infrastructure investment. [2004-05 planned result]

- Coordinated Saskatchewan's contribution to two projects/reports released by the Forum in 2004-05:
  - *Focus North: Today's Opportunity, Canada's Tomorrow*, an information package folder to increase awareness of Canada's North;
  - *Initiatives to Maximize Economic and Social Impacts from Major Projects in the North*, a report that highlights best practices nationally and internationally on maximizing the impacts of projects.
- Represented the province at the annual NDMF in Chibougamau, Quebec in October 2004.

Revitalize and expand government planning under the Northern Strategy to be more inclusive of other government initiatives and strategies that impact the North. [2004-05 planned result]

- Commenced the preparation of a five-year progress report on the Northern Strategy for the period 1998 to 2003. The report will highlight achievements made in the North since the Northern Strategy was implemented in 1998 and provide an overview of the enabling mechanisms' progress.[8]
- Led discussions with other provincial departments regarding the future direction of the Northern Strategy, including the establishment of new working and steering committees to increase communication and understanding of northern initiatives, challenges and priorities among departments providing services in northern Saskatchewan.
- Commenced the preparation of an updated guiding framework for planning under the Northern Strategy.
- Revitalization of the Northern Strategy will continue into 2005-06.

Pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development to advance areas of mutual socio-economic interests in the northern regions of Saskatchewan and Alberta. [2004-05 planned result]

- SNA was not able to advance this key action during 2004-05 due to limited staff resources.
- This key action carries forward in 2005-06.

Continue development and implementation, with partner departments/agencies, of a coordinated Government of Saskatchewan corporate strategy to negotiate appropriate Canada-Saskatchewan response(s) regarding abandoned northern Saskatchewan uranium mines. [2004-05 planned result]

- Confirmed, with Finance and Saskatchewan Industry and Resources, Saskatchewan's commitment of $12 million, representing its share of funding, toward the proposed $24 million, multi-year abandoned mines clean-up project.

[8] For more information on the Northern Strategy and its enabling mechanisms, please visit SNA's website: http://www.northern.gov.sk.ca/strategy.asp

- Established and co-chaired Deputy Ministers Uranium Sector Interdepartmental Steering Committee (DMUSIC) to focus attention on uranium sector issues and opportunities and to ensure coordinated provincial responses.
- Conducted nine briefing updates with northern stakeholders and client groups on the proposed abandoned uranium mines clean-up initiative.
- SNA discussions and documentation provided to the CNSC in 2004 resulted in CNSC decisions to:
  - exempt the Government of Saskatchewan from having to pay substantial future CNSC licensing fees at the Gunnar site; and
  - extend for up to five years, until December 2009, an exemption from the requirement for a CNSC license to be issued for the Gunnar site.
- Confirmed the willingness of EnCana Corporation to undertake work toward the future decommissioning and reclamation of the former Lorado uranium mine/mill site.
- Developed and managed a contract with the Saskatchewan Research Council (SRC) to undertake with other, including northern, sub-contractors initial site characterization work at the former Gunnar uranium mine/mill site.
- Developed and managed a contract with a northern contractor to remediate failed permanent caps on three exposed mine shafts at the former Cinch Lake Cenex uranium mine site near Uranium City; this contract resulted in Saskatchewan Labour approving a more cost effective approach to capping shafts as per the standards stipulated in the Mines Regulations.

Negotiate and administer northern mineral surface lease agreements with industry to continue effective, efficient and coordinated government support for future development of the northern mineral sector. [2004-05 planned result]

- Coordinated provincial agencies' input into, and received approval for: (1) a partial surrender of the Cluff Lake Surface Lease (2) an extension of the term of the Konuto Surface Lease Agreement and an Assignment of the Konuto Surface Lease Agreement as Collateral Security; (3) an Assignment of Interest for the Midwest Joint Venture Project Surface Lease Agreement; and (4) two Assignments of Interest for the Jolu Project Surface Lease Agreement.
- From a northern socio-economic perspective, provided feedback on several potential projects, including: (1) a Project Proposal for an all weather road to Wollaston; (2) an Environmental Impact Statement for the Sue E Project at the McClean Lake Operations; (3) GLR Resources' responses to EIS deficiencies for an open pit mining operation at the former Goldfields site; and (4) a project proposal submitted by Cameco and Cogema for the Rabbit Lake solution processing.
- Negotiated and received approval for the Jolu Project Surface Lease Agreement Regulations, 2005.
- Continued negotiations with Cameco on the Beaverlodge surface lease.

Identify and advance, with colleague departments and agencies, further improvements to Saskatchewan's northern mining policy and procedural framework to encourage more investment in future developments and stimulate greater socio-economic benefits for northerners. [2004-05 planned result]

- Continued to advocate the need to establish Institutional Control policy and to clarify companies' and the Provincial Crown's respective ongoing responsibilities for decommissioned mine properties.
- Identified the need and continued to advocate for departmental policy and/or procedures to address lease arrears on Crown land.
- Commenced identification of promotional and communications requirements for a report card on provincial agencies' progress in meeting commitments made in response to recommendations of the Joint Federal/Provincial Uranium Review Panel and began developing alternatives for an effective distribution plan.

Promote northern forest sector clients' and partners' increased appreciation/awareness of regulatory, policy and trade-based requirements and challenges surrounding the establishment and expansion of processing and manufacturing facilities. [2004-05 planned result]

- Initiated interdepartmental contacts to gather information to be used in developing a presentation.
- This key action has been carried forward to 2005-06; a presentation will be developed that explains the need to balance support for forestry projects while abiding by forest-related trade agreements.

Measurement Results

Number of Tripartite Management Committee (TMC) meetings held to advance the Northern Development Agreement (NDA)

Number of TMC meetings	
Year	**Number of meetings**
2003-04 (baseline)	3
2004-05	6

The Tripartite Management Committee oversees the management of the NDA. The committee is comprised of two members each from the NDBC and provincial and federal governments. The NDA is a complex agreement, involving many partners in its delivery. Frequent and effective communication between partners is required to ensure smooth delivery of the agreement, and that interests of parties are addressed. The TMC provides overall direction to the various subcommittees. This measure relates to coordination efforts.

In 2004-05 the TMC met six times compared to three meetings in 2003-04. The increased number of meetings is related to streamlining the NDA application and approval processes and ensures project proposals are reviewed more frequently.

This output measure demonstrates more opportunities for NDA projects to be approved through the year. In addition to the TMC, a TMC technical subcommittee reviews proposals and maintains communications with their respective northern, provincial and federal advisory groups.

2004-05 Financial Results

Summary of Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Variance explanations are provided for all variances that are greater than $50,000.

Subvote	2004-05 Estimates ($000s)	2004-05 Actual ($000s)	Variance Over (Under) ($000s)	Notes
Administration (NA01)	1,082	1,105	23	
Accommodation and Central Services (NA02)	228	218	(10)	
Northern Strategy (NA03)	574	293	(281)	1
Resources and Economic Development (NA04):	3,341	3,122	(226)	
Business Programming and Financial Services	1,346	1,333	(13)	
Resource and Policy Development	443	674	231	2
Northern Development Fund	549	517	(32)	
Northern Development Fund – Loan Loss Provision	400	305	(95)	3
Northern Commercial Fish Subsidy	385	233	(152)	4
North West Communities Wood Products	225	225	0	
Sub Total	5,225	4,895	(330)	5
Supplementary Estimates	363	0	(363)	6
Total Appropriation	5,588	4,895	(693)	
Amortization	7	7	0	
TOTAL EXPENDITURES	**5,595**	**4,902**	**(693)**	

Explanation of Major Variances

1. SNA had $300,000 in the 2004-05 budget for the Northern Development Agreement. This funding was for the NDBC's core operation (up to $75K) and TMC approved projects ($225K). Eight of the nine approved projects for $3.23 million are being funded from other partnering departments' budgets. SNA is funding the Northern Broadband project; however, as of March 31, 2005, the stage of the project only permitted SNA to disburse $33K of the $225K available, resulting in under spending of $192K. Since SNA is measuring the amount of projects approved per year, rather than actual funding disbursed per year, this did not affect SNA's performance results for 2004-05. SNA also had $100K in one-time funding in the 2004-05 budget for the NDBC to undertake strategic planning under the Northern Development Accord. The NDBC was unable to satisfy the conditions to access this funding.

2. SNA had $443K for operations associated with forest industry policy development, mineral surface lease agreement administration and delivery of the Northern Mines Monitoring Secretariat and Environmental Quality Committee (EQC) program. This subprogram had an over-expenditure of $231K due to the proposed abandoned uranium mines clean-up initiative ($140K), a carry-over of certain 2003-04 EQC expenses (approximately $52K) to the 2004-05 fiscal year and increased meeting costs for the EQC in 2004-05. The over-expenditure of $231K is partially offset by supplementary estimates of $140K received by SNA in November 2004. This did not affect SNA's performance results for 2004-05.

3. The department made its annual adjustment to the allowance for doubtful accounts for the loan component of the Northern Development Fund and did not require the full provision allowed (established at 20 per cent of $2 million, or $400K). This did not affect the department's performance results for 2004-05.

4. SNA provides funding for the subsidy program to the Freshwater Fish Marketing Corporation (FFMC) to administer. Due to changing market conditions and financial constraints for FFMC and poor winter

fishing conditions in Saskatchewan there was less commercial fishing in northern Saskatchewan during 2004-05. This resulted in an under-expenditure of $152K for SNA for 2004-05. This impacted the department's performance results for 2004-05.

5. The net under-expenditure of $330K is predominantly due to under spending related to Northern Development Agreement, the Northern Development Board Corporation and the Commercial Fishing Price Support and Freight Subsidy Program. The net under-expenditure of $330K does not reflect the supplementary estimates of $363K provided in November 2004.

6. SNA received supplementary estimates of $363K in November 2004 to provide provincial support ($175K) to the proposed fish processing plant in Prince Albert, to advance the proposed abandoned uranium mines clean-up initiative ($140K) and to provide additional support for the Minister's office ($48K). SNA utilized $188K of the supplementary estimates. Funding for the fish processing plant was not advanced in 2004-05.

For More Information

If you would like to obtain further information, ask questions or provide comments on the Annual Report, or would like additional copies, please contact:

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Planning and Financial Management
5th Floor, 1919 Saskatchewan Drive
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or

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Saskatchewan Northern Affairs
Box 5000
LA RONGE, SK
S0J 1L0
306-425-4200

For further information relating to the department's programs, please visit us online at:
http://www.northern.gov.sk.ca

Appendix A:
Northern Administration District
Map

Appendix B: Glossary

Commercial Fishing and Freight Subsidy and Price Support Program: Provides financial support for the commercial fishing industry in northern Saskatchewan through two components: a freight subsidy and a price support mechanism. The freight subsidy helps equalize transportation costs for fishers throughout the North. The price support mechanism compensates for reduced market prices or increased operating costs.

Environmental Quality Committee: Vehicle to receive perspectives from, and communicate information to, northern communities on environmental protection, worker health and safety, and socio-economic performance in the uranium mining industry. The EQC acts as a communication bridge between northerners, the uranium industry and regulators of the industry and is comprised of representatives of "impact communities" as defined in the Human Resource Development Agreement negotiated for each mine.

Mineral Surface Lease Agreement: All mining companies operating in the North are required to negotiate a surface lease agreement with the provincial government every time they plan a new project. The agreement provides the proponents with land tenure and ensures adequate provincial regulatory control over environmental protection and worker health and safety. Through separate Human Resource Development Agreements, the Surface Lease Agreements also address training, employment, business and other socio-economic benefits from northern mining operations.

Northern Administration District (NAD): Geographic area described in the *Northern Municipalities Act*. A map of the NAD can be found in Appendix A.

Northern Development Accord: Memorandum of understanding that will provide for the development of a strategic framework to guide the efforts of federal and provincial governments and northern communities to improve the living conditions and enhance the economic opportunities available to northerners. The first funded initiative under the Accord is the Canada-Saskatchewan Northern Development Agreement.

Northern Development Agreement: Agreement to promote and support sustainable economic development for northern Saskatchewan and encourage the full participation of Northerners in the Saskatchewan economy. The Agreement includes funding of $20 million over a five-year period, cost-shared equally by the governments of Canada and Saskatchewan.

Northern Development Board Corporation: Provides advice and recommendations on initiatives and priorities to achieve the vision and goals of the Northern Development Accord and complements the roles of existing northern bodies leading to improved government decision-making for northern Saskatchewan. Board representation includes two members each from New North, Athabasca Economic Development and Training Corporation, Meadow Lake Tribal Council, Prince Albert Grand Council and four members from the Métis Nation of Saskatchewan.

Northern Development Fund: Fund established in February 1995 to stimulate and support economic and business development in northern Saskatchewan and to encourage diversification and job creation. The fund provides: 1) commercial loans to northern business; 2) primary production loans to trappers, commercial fishers and wild rice growers; 3) grants for marketing, research and development; organizational development and business skills training; financial support to northern youth entrepreneurs for business skill development.

Northern Hire Policy: Policy to enhance employment opportunities for northerners within the northern operations of Executive Government. To be considered a "northerner" for the purposes of this policy, an applicant will have lived in the Northern Administration District for ten (10) years or one-half (1/2) of his or her life.

Appendix B: Glossary

Northern Mines Monitoring Secretariat: Saskatchewan provincial agency, chaired by SNA, dedicated to acquiring and disseminating information about Saskatchewan's uranium mining industry and coordinating activities of the 32-member community Northern Saskatchewan Environmental Quality Committee. Membership of the NMMS includes provincial departments with a role in the uranium industry and the federal Canadian Nuclear Safety Commission.

Northern Review Board: Board that oversees the Northern Development Fund, composed of experienced business people, leaders and professionals from various northern communities. The Board advises government on policies, programming and administration of the fund. Members review and make recommendations on NDF loan applications of more than $25,000 and act as an appeals board on smaller loans that may be declined by NDF administrators.

Northern Strategy: An agreed statement of goals and objectives for further social, economic and political development in the NAD. The Strategy includes three "enabling mechanisms" - new measures intended to support the Strategy's goals and objectives. These include a Northern Development Board, a Strategic Opportunities Assessment and a Northern Development Agreement.

Northern Saskatchewan Tourism Task Team: A coordinating body comprised of representatives from the northern tourism industry, community and regional development interests, SNA, SE, Aboriginal Business Canada and Tourism Saskatchewan. It was created in the spring of 1998 by SNA as a follow-up to the Forum '98 Northern Business conference.

Northwest Regional Development Council: The Northwest Regional Development Council was developed to serve as an advisory body to the Minister of Northern Affairs. Individuals are appointed to the Council by the Minister of Northern Affairs for the period of one year.

Provincial Planning and Accountability Committee: Committee to facilitate Northern Development Agreement communications between provincial departments. Departments include: Saskatchewan Environment, Saskatchewan Finance, Saskatchewan First Nations and Métis Relations, Saskatchewan Highways and Transportation, Saskatchewan Industry and Resources, Saskatchewan Learning, Saskatchewan Northern Affairs, Saskatchewan Watershed Authority

Regional Development Corporations: Vehicles that enhance regional and business development opportunities in the Northern Administration District.

Tripartite Management Committee: Management body overseeing the Northern Development Accord and Agreement. Consists of two representatives each from the Northern Development Board Corporation (NDBC) and the provincial and federal governments.

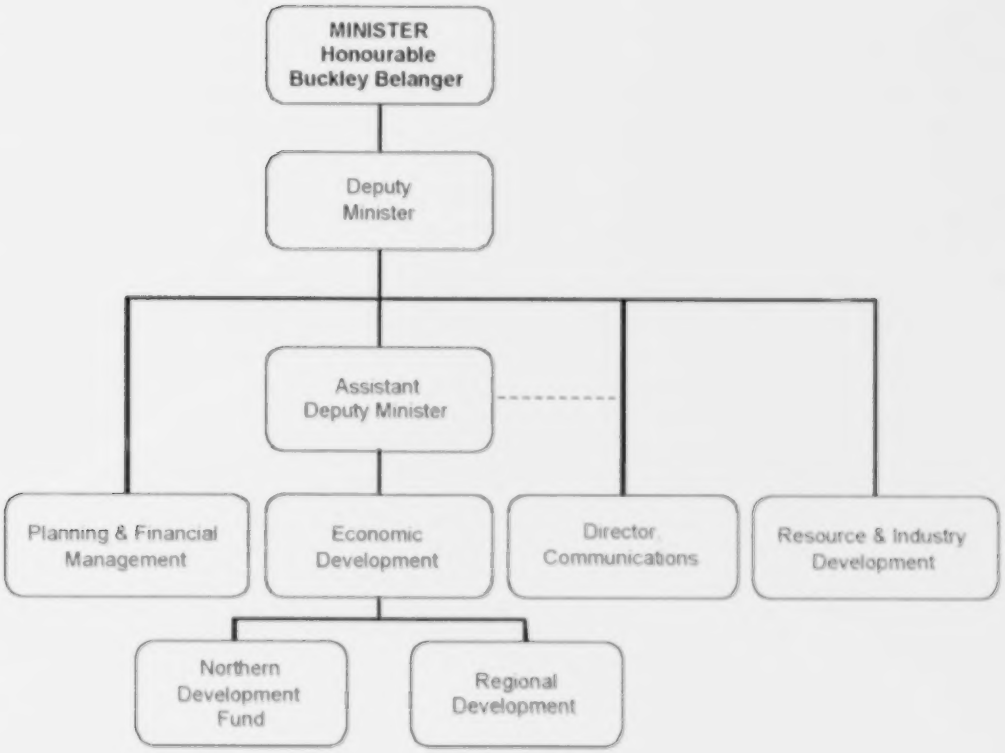
Westside Tourism Group: A group of tourism stakeholders from the communities of Beauval, Buffalo Narrows, Canoe Lake, Dillon, Green Lake, Ile a la Crosse, La Loche and Turnor Lake whose purpose is to identify a regional strategic plan for the northwest region of Saskatchewan, build capacity and form partnerships.

Appendix B: Acronyms

AEDTC	Athabasca Economic Development and Training Corporation
BFI	Beauval Forestry Industries
CCEDC	Central Cree Economic Development Corporation
CEMP	Cumulative Effects Monitoring Program
CIC	Crown Investments Corporation
CNSC	Canadian Nuclear Safety Commission
CRDC	Creighton Regional Development Corporation
CVMPP	Community Vitality Monitoring Partnership Process
DMUSIC	Deputy Ministers Uranium Sector Interdepartmental Steering Committee
EQC	Environmental Quality Committee
FFMC	Freshwater Fish Marketing Corporation
FTE	Full-Time Equivalent
GLMWP	Green Lake Métis Wood Products Ltd.
NAD	Northern Administration District
NDA	Northern Development Agreement or Northern Development Accord
NDBC	Northern Development Board Corporation
NDF	Northern Development Fund
NDMF	Northern Development Ministers Forum
NEDA	Northeast Economic Development Association
NLMC	Northern Labour Market Committee
NMMS	Northern Mines Monitoring Secretariat
NRB	Northern Review Board
NRCan	Natural Resources Canada
NTFP	Non-Timber Forest Products
NTTT	Northern Saskatchewan Tourism Task Team
NWCWP	North West Communities Wood Products
NWRDC	Northwest Regional Development Council
PPAC	Provincial Planning and Accountability Committee
RDC	Regional Development Corporation
SAFRR	Saskatchewan Agriculture, Food and Rural Revitalization
SCFL	Saskatchewan Fisheries Co-operative Ltd.
SE	Saskatchewan Environment
SFC	Saskatchewan Forestry Centre
SIR	Saskatchewan Industry and Resources
SNA	Saskatchewan Northern Affairs
SPMC	Saskatchewan Property Management Corporation
TMC	Tripartite Management Committee
SRC	Saskatchewan Research Council
WD	Western Economic Diversification Canada
WWRDC	Woodlands and Waterways Regional Development Corporation

Appendix C

Organizational Chart
As of
March 31, 2005



Appendix D: Performance Measure Matrices

Northern Regions Represented on Northern Review Board

	2002-03	2003-04	2004-05
Athabasca Region	1	1	1
Central Region	1	2	2
East Side	2	3	3
West Side	2	3	3

Communities by Northern Regions (as Defined for the Northern Review Board)

Athabasca	Central	East	West	
Black Lake	Air Ronge	Creighton	Bear Creek	Green Lake
Camsell Portage	Brabant Lake	Cumberland House	Beauval	Ile a la Crosse
Fond du Lac	Grandmother's Bay	Cumberland House Cree Nation	Black Point	Jans Bay
Stony Rapids	Hall Lake	Denare Beach	Buffalo Narrows	La Loche
Uranium City	Kinoosao	Deschambault Lake	Canoe Narrows	Michel Village
Wollaston Lake	La Ronge	Pelican Narrows	Cole Bay	Patuanak
	Missinipe	Sandy Bay	Descharme Lake	Sled Lake
	Montreal Lake	Sturgeon Landing	Dillon	St. George's Hill
	Pinehouse		Dore Lake	Turnor Lake
	Southend		Garson Lake	
	Stanley Mission			
	Timber Bay			
	Weyakwin			

Organizations/Entities represented on Northern Development Board Corporation

	2002-03	2003-04	2004-05[9]
Saskatchewan Association of Northern Communities – New North	2	2	2
Métis Nation of Saskatchewan	4	4	4
Prince Albert Grand Council	2	2	2
Meadow Lake Tribal Council	2	2	2
Athabasca Economic Development and Training Corporation	2	2	2

[9] As of March 31, 2005, two stakeholder groups are in the process of appointing new representatives to fill their vacant seats – MLTC – one vacant seat; PAGC – one vacant seat. The seats were filled for the majority of 2004-05

Appendix D: Performance Measure Matrices

Northern Communities represented on Environmental Quality Committee

Chart includes only communities that qualify to be on the EQC committee as "impact communities" defined by each mine's Human Resource Development Agreements.

	2002-03[10]	2003-04[11]	2004-05
Air Ronge	1	1	1
Beauval	1	1	1
Black Lake First Nation	1		1
Brabant Lake	1	1	1
Buffalo Narrows	1	1	1
Camsell Portage	1	1	1
Cumberland House	1	1	1
Cumberland House Cree Nation	1		1
Denare Beach	1	1	1
Dillon (Buffalo River First Nation)	1	1	1
Fond du Lac First Nation	1	1	1
Green Lake	1	1	1
Ile a la Crosse	1	1	1
Jans Bay	1	1	1
La Loche	1	1	1
Clearwater River Dene Nation		1	1
La Ronge	1	1	1
Lac La Ronge Indian Band	1	1	1
Michel Village	1	1	1
Montreal Lake First Nation	1	1	1
Patuanak	1	1	1
English River First Nation	1	1	1
Pinehouse	1	1	1
Sandy Bay	1	1	1
Peter Ballantyne Cree Nation	1	1	1
Southend		1	
Peter Ballantyne Cree Nation			1
St. George's Hill	1	1	1
Stony Rapids	1	1	1
Turnor Lake (Birch Narrows First Nation)	1	1	1
Uranium City	1	1	1
Weyakwin	1	1	1
Wollaston			
Hatchet Lake First Nation	1	1	1

[10] In 2002-2003, the EQC had 31 member communities, but Southend did not have an individual to represent it.
[11] In 2003-2004, the EQC had 32 member communities; two communities did not individuals to represent them.

Appendix D: Performance Measure Matrices

Northern Communities on the Northwest Regional Development Council and Regional Development Corporations

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Association	
	02-03	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05
NORTHWEST REGION													
Bear Creek													
Beauval	2	3	3										
Black Point													
Buffalo Narrows	1	3	2										
Canoe Narrows	1	1	1										
Cole Bay	1	1	1										
Descharme Lake													
Dillon (Buffalo River First Nation)													
Dore Lake													
Garson Lake													
Green Lake	1	1	1										
Ile a la Crosse	2	2	1										
La Loche		2	1										
Clearwater River Dene Nation													
Michel Village	1												
Patuanak (English River First Nation)	1												
Pinehouse	1	1	1										
Sled Lake													
St. George's Hill													
Turnor Lake (Birch Narrows First Nation)		1	1										
ATHABASCA REGION													
Black Lake First Nation				1	1								
Camsell Portage				1	1								
Fond du Lac First Nation				1	1								
Stony Rapids				1	1								
Uranium City				1	1								
Wollaston				1	1								
Hatchet Lake First Nation				1	1								

Appendix D: Performance Measure Matrices

Northern Communities on the Northwest Regional Development Council and Regional Development Corporations

	Northwest Regional Development Council			Athabasca Economic Development and Training Corporation		Central Cree Economic Development Corporation		Woodlands and Waterways Regional Development Corporation		Creighton Regional Development Corporation		Northeast Development Association	
	02-03	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05	03-04	04-05
MONTREAL LAKE REGION													
Montreal Lake First Nation						2	2						
Timber Bay						2	2						
Weyakwin						2	2						
LA RONGE REGION													
Air Ronge								3	2				
Brabant Lake													
Grandmother's Bay													
Hall Lake													
La Ronge								3	2				
Lac La Ronge Indian Band													
Missinipe													
Stanley Mission													
CREIGHTON-DENARE BEACH REGION													
Creighton										5[12]		6	
Denare Beach													
Other parties										1[13]			
NORTH EAST REGION													
Cumberland House												1	
Cumberland House Cree Nation													
Deschambault Lake												1	1
Kinoosao													
Southend													
Pelican Narrows (Peter Ballantyne)										1	1	1	1
Pemican Portage												1	1
Sandy Bay												1	1
Sturgeon Landing													
TOTALS	**11**	**15**	**12**	**7**	**7**	**6**	**6**	**6**	**4**	**7**	**7**	**5**	**4**

[12] Creighton Regional Development Corporation also has two alternates from Creighton.
[13] Corrected from SNA's 2003-04 Annual Report, which identifies Denare Beach with a member on the RDC.